

# DEFENSE INTELLIGENCE AGENCY STRATEGIC PLAN



*FISCAL YEARS 2004-2009*

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## ***Message from the Director***

**W**e face great challenges as well as tremendous opportunities. After 11 September 2001, we rose to the occasion to provide vital intelligence for operations in Afghanistan, Iraq, and elsewhere in the Global War on Terrorism. As we have done many times in the past, we will rise to meet these and future challenges and take advantage of emerging opportunities.

This plan provides the framework for meeting current and future demands while engaging in defense transformation. It identifies a clear set of goals and objectives, and establishes the strategy we will employ to achieve the agency's vision:

"Integration of highly skilled intelligence professionals with leading edge technology to discover information and create knowledge that provides warning, identifies opportunities, and delivers overwhelming advantage to our warfighters, defense planners, and defense and national security policymakers."

The strategy focuses on DIA's core mission areas—collection, analysis, and information services and management—and essential enabling and support functions. The strategy seeks:

- First and foremost, a skilled workforce with the attributes and abilities required to meet today's requirements and future challenges.
- Innovative and integrated collection strategies and capabilities.
- Rapid transformation of information to knowledge through responsive and cogent analysis.
- State-of-the-practice information management to exploit the power of information technology.

We have identified our destination and we have set the course. This is our roadmap. Together we will provide Excellence in Defense of the Nation.

*L.E. Jacoby  
Vice Admiral, U.S. Navy  
Director*



### ***Mission***

Provide timely, objective, and cogent military intelligence to warfighters, defense planners, and defense and national security policymakers.

### ***Vision***

Integration of highly skilled intelligence professionals with leading edge technology to discover information and create knowledge that provides warning, identifies opportunities, and delivers overwhelming advantage to our warfighters, defense planners, and defense and national security policymakers.

### ***Values***

We are committed to...

- **Service** to our country, our community, and our fellow citizens.
- **Dedication, Strength, and Urgency of Purpose** to provide for our nation's defense.
- **Customer-Focus** in the products and services we provide.
- **Integrity and Accountability** in all of our actions and activities.
- **Commitment** to inquiry, truth, and continuous learning.
- **Creativity and Innovation** in solving problems, discovering facts and creating knowledge.
- **Teamwork** through internal and external partnerships.
- **Leadership** at all levels within Defense Intelligence and the Intelligence Community.





## Who We Are

The Defense Intelligence Agency (DIA) is a member of the national Intelligence Community and a Department of Defense (DoD) Combat Support Agency. DIA provides military and military-related intelligence to warfighters, defense policymakers, and planners to support military operations, planning, and weapons system acquisition.

DIA is headquartered at the Pentagon, Arlington, Virginia, with major operational activities at the Defense Intelligence Analysis Center (DIAC), Washington, DC, the Armed Forces Medical Intelligence Center (AFMIC), Frederick, Maryland, and the Missile and Space Intelligence Center (MSIC), Huntsville, Alabama. DIA accomplishes its mission from the headquarters base and more than a hundred sites around the globe. Situated in locations such as U.S. embassies, combatant commands, intelligence production centers, and Intelligence Community offices, DIA personnel serve as defense attaches, liaison officers, analysts, administrative staff, and logistics personnel.

The Director, DIA is responsible for providing all-source intelligence analysis and collection management support to the Secretary of Defense and Chairman of the Joint Chiefs of Staff and serves as an advisor on military intelligence issues. As the Program Manager of the General Defense Intelligence Program (GDIP), the Director plays a key role in coordinating Defense Intelligence capabilities and activities among the combatant commands joint intelligence centers and the military service's intelligence centers and represents the GDIP community to the broader national Intelligence Community. As Program Manager of the Joint Reserve Intelligence Program, the Director facilitates the integration of intelligence reservists from 27 joint reserve intelligence centers with their gaining command, service, or agency.

DIA obtains and reports information through its field sites worldwide and the Defense Attache System; operates the Defense Human Intelligence (HUMINT) Service; coordinates and facilitates measurement and signature intelligence (MASINT) activities, manages and plans collection from specialized technical sources, and



develops future collection systems and operations; provides timely all-source intelligence analysis on priority intelligence needs; manages secure DoD intelligence networks and establishes policies, procedures, and standards for defense intelligence information technology; provides intelligence education and training; and coordinates required intelligence support for the Secretary of Defense, Joint Chiefs of Staff, combatant commanders, and joint task forces.

***To Discover Information and Create Knowledge***



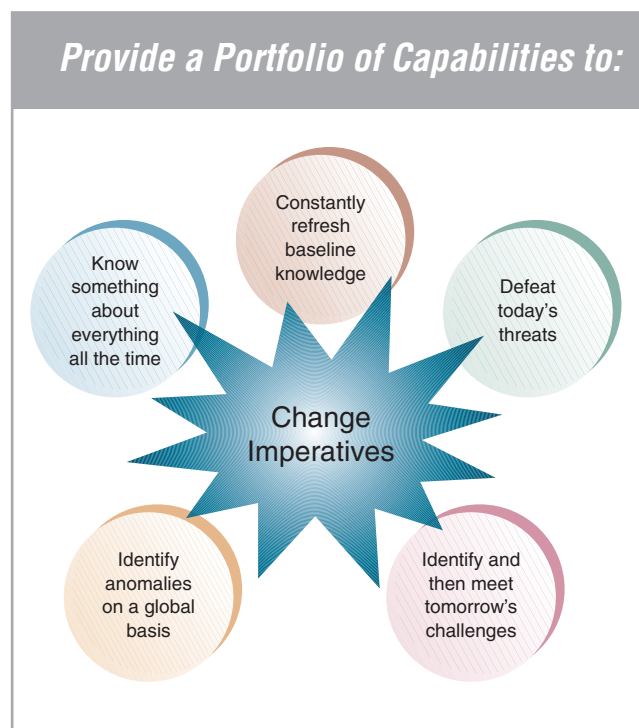
## ***A Strategy for Change***

Over the next five years, the threat environment will be populated by traditional nation-state conflict as well as increasingly capable terrorist elements and other non-state actors. The proliferation of advanced conventional weapons and weapons of mass destruction, coupled with non-kinetic options such as information warfare will challenge U.S. national interests.

The National Security Strategy demands operational capabilities that require faster, integrated, and more prescriptive intelligence to anticipate and respond to the new threat environment. DIA must develop unprecedented intelligence capabilities to anticipate where, when, and how adversaries intend to harm us, working within increasingly short decision cycles to warn of threats and identify opportunities.

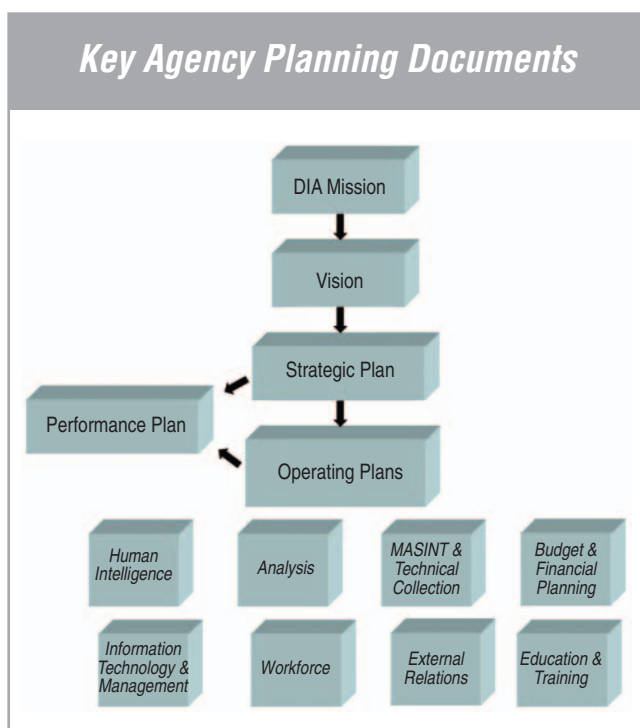
DIA is a premier provider of the information and knowledge necessary to achieve the National Security Strategy. The agency will provide a portfolio of capabilities required to meet today's threat, overcome tomorrow's challenges, know the right something about everything all the time, and identify anomalies globally. DIA will focus on improving our three core mission areas—collection, analysis, and information management—and the DIA workforce.

Strategic planning is essential for DIA to shape and create its future. Dramatically different workforce skills and attributes, business processes, and partnerships will be needed. This strategy document identifies the DIA goals and objectives for how the agency will meet current and future threats and demands, incorporating state-of-the-practice technology, best business processes, and fundamental shifts in collection-analysis-dissemination paradigms.





The DIA Strategic Plan is the foundation of a continuous and flexible planning process, designed to attain the agency vision. In synchronization with the Director of Central Intelligence's Imperatives for the Intelligence Community, DoD guidance and plans, and the GDIP Strategic Plan, it sets the course, identifies desired end states, and establishes the framework for agency activities and operations.



DIA will implement the Strategic Plan through action-oriented Operating Plans addressing key functions: Analysis, HUMINT, MASINT and Technical Collection, Budget and Financial Planning, Information Management and Services, Workforce, External Relations, and Education and Training. The Operating Plans will detail specific programs, initiatives, and resources and their relationship to agency goals and objectives.

To monitor progress in achieving the agency's goals and objectives, key performance areas will be identified and measured in a comprehensive annual Performance Plan.



## ***Goals and Objectives***

### ***1. Be the premier provider of defense intelligence.***

- 1.1 Apply a dynamic, integrated approach to acquire intelligence information needed by warfighters and DoD decision makers.
- 1.2 Continuously produce the right knowledge through aggressive all-source analysis.
- 1.3 Implement state-of-the-practice data and information management capabilities and services.

### ***2. Achieve a skilled workforce.***

- 2.1 Recruit, develop, and retain a highly qualified, diverse workforce whose backgrounds, life experiences, and skills extend the agency's agility and responsiveness.
- 2.2 Ensure all employees have an equal opportunity to succeed.
- 2.3 Develop and strengthen the required knowledge and skills within the agency's civilian and military workforce.
- 2.4 Build workforce capabilities and flexibility to respond to worldwide mission requirements in peace, crisis, and war.
- 2.5 Instill the workforce with DIA Values.

### ***3. Become a knowledge-based organization.***

- 3.1 Compete successfully in the knowledge market by having customers rely on DIA as the supplier of answers.
- 3.2 Transform agency culture to foster a common sense of purpose, identity, and urgency.
- 3.3 Become an organization populated with creative individuals and adaptive processes.

### ***4. Seek knowledge through collaboration.***

- 4.1 Partner with U.S. government elements, allies and coalition partners, academia, and the commercial sector.
- 4.2 Develop relationships that transcend traditional roles and organization boundaries.

### ***5. Provide a modern, secure, and rewarding work environment.***

- 5.1 Provide facilities, systems, and work environments to safeguard the health and security of the workforce.
- 5.2 Provide flexible employment options and opportunities that enrich the work experience.

### ***6. Implement superior corporate leadership.***

- 6.1 Strengthen decision making, strategic planning, and processes to adapt to and anticipate change.
- 6.2 Improve financial and resource management and accounting procedures.
- 6.3 Develop a process to measure the success of the Strategic Plan.



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## ***Goal 1***

### ***Be the premier provider of defense intelligence***

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DIA, through its HUMINT, MASINT, technical collection, all-source analysis activities, and its intelligence information networks and services, will provide a portfolio of capabilities to meet today's threat, overcome tomorrow's challenges, know the right something about everything all the time, and identify anomalies on a global scale.

*Objective 1.1: Apply a dynamic, integrated approach to acquire intelligence information needed by warfighters and DoD decision makers.*

DIA's HUMINT, MASINT, technical collection, and collection management capabilities are unique DoD assets. The agency will improve its ability to acquire essential information and improve collection capabilities through:

- Tailored, integrated collection strategies.
- Developing and employing a mix of collection assets aimed at target phenomenology.
- Investment in HUMINT and MASINT capabilities as integral parts of persistent surveillance.
- Shifting the weight of our collection capability from reconnaissance to surveillance using an integrated approach to achieve targeted, persistent access on demand.
- Renovation and transformation of defense HUMINT capabilities to achieve global access and fundamentally change HUMINT collection paradigms.
- Improved capabilities for unconventional technical collection.
- Investment in document exploitation (DOCEX) capabilities to realize the intelligence potential of acquired documents and multi-media information.



*Objective 1.2: Continuously produce the right knowledge through aggressive all-source analysis.*

DIA's analysts convert information into knowledge by applying all-source techniques. Simply stated, the analytic mission is discovery of truth and the raw material of the analyst's trade is information. DIA will strengthen the contribution of all-source analysis to mitigate surprise, identify opportunities and risks, and know the right something about everything all the time. DIA will enhance the quality and relevance of its analysis by:

- Offering unimpeded access to unfiltered information so that information can be subjected to analytical scrutiny to produce knowledge.
- Enhancing analytic capabilities against key regional issues and global threats while maintaining global awareness to know the right something about everything all the time — simultaneously providing analytical depth and breadth.
- Providing a comprehensive, objective, and dynamic context to agency assessments.
- Focusing on defense needs, asking the right questions, and answering user's questions before they are asked.
- Increasing emphasis and investment in futures and predictive analysis, preventing surprise when possible and mitigating its effects when not.

*Objective 1.3: Implement state-of-the-practice data and information management capabilities and services.*

DIA's ability to support a transformed DoD depends on the quality, agility, and precision of the information we provide. The agency requires an information management approach that supports a shift from simple data collection and aggregation to data exploitation and predictive analysis. DIA will improve its information environment by introducing standards, fielding applications, and developing processes that enable rapid horizontal and vertical integration and dissemination of data from all sources and levels of classification. To



implement commercial state-of-the-practice information technology DIA will:

- Modernize Joint Worldwide Intelligence Communications System (JWICS) capabilities and operations to ensure the availability of secure, assured, efficient, and interoperable high-speed Top Secret-SCI communications for data, and multi-media collaboration on a global basis.
- Enable the management of data, information, and knowledge by implementing commercial data standards, content tagging, and other commercial best practices to achieve interoperability at the data level.
- Field data and information management environments and employ best business practices that provide instant access to all sources of data and the ability to mine, manipulate, fuse, disseminate, and display all-source information and agency knowledge.
- Anticipate and accommodate the pace of information technology development and field capabilities that support agency personnel and customer operations.

### *Content Management*

Content Management addresses the issues associated with organizing, locating, and accessing information. A critical step to achieving greater information agility and analytic discovery is effective management and exploitation of information content. To exploit the value of emerging data mining and knowledge discovery tools, we must put agency information into both a form and an environment where it can be more effectively managed. The commercial sector is addressing information agility, data interoperability, and content management through a combination of technology and standards, including indexing, federated databases and taxonomies, and data tagging. DIA will use commercial solutions, such as eXtensible Markup Language (XML), to manage its information to improve our ability to locate data and create knowledge through analytic tools and processes.





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## ***Goal 2***

### ***Achieve a skilled workforce***

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DIA success depends on a skilled and diverse workforce. The skills, background, culture, training, education, assumptions, perceptions, and experiences of every member of DIA contribute to mission accomplishment. DIA must strengthen and sustain a diverse workforce with the right attributes, knowledge, skills, and abilities to meet future challenges. In recognition of this prerequisite, the agency launched a Workforce Planning Initiative in 2003 to address the characteristics of the future workforce and examine human resource business processes. The Workforce Planning Initiative will assist in identifying future skill needs and the changes to agency human resource processes required for future accomplishment.

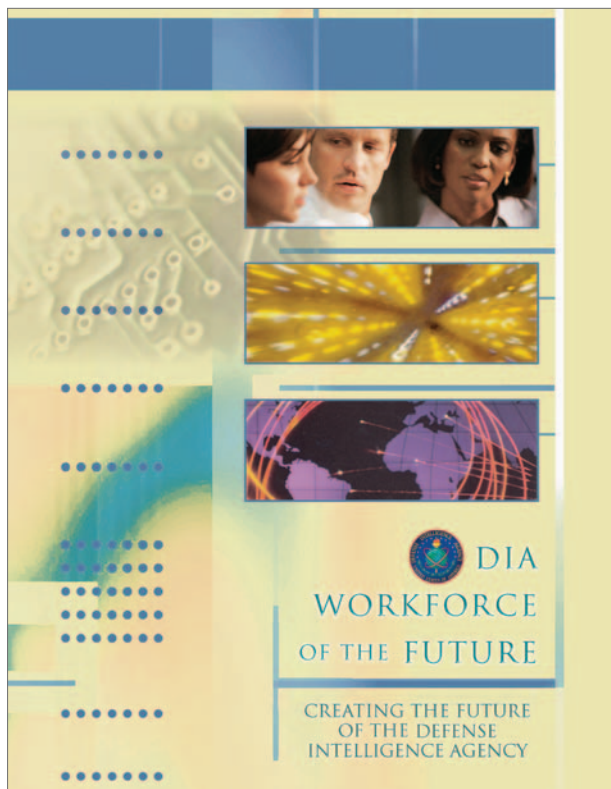
*Objective 2.1: Recruit, develop, and retain a highly qualified, diverse workforce whose backgrounds, life experiences, and skills extend the agency's agility and responsiveness.*

DIA will attract and retain a superior workforce by:

- Marketing DIA as a premier employer seeking the talent, expertise, and diversity required for success.
- Continually reviewing recruitment strategies to identify and attract quality candidates.
- Implementing flexible, responsive, and merit-based personnel policies and programs.
- Providing challenging career opportunities and recognition for initiatives and accomplishments.
- Developing leaders equipped with the values and the skills needed for today and the future.



*Objective 2.2: Ensure all employees have an equal opportunity to succeed.*



Diversity in DIA means valuing the many differences that distinguish us as individuals yet unite us as a force to meet agency goals and objectives. The agency is committed to the premise that diversity will assist us in achieving our multi-faceted mission. DIA is committed to achieving and maintaining a work environment based on inclusion and equity through:

- Enhancing awareness and understanding of the value of diversity.
- Improving the representation of women and minorities at all levels of DIA to reflect the civilian workforce.
- Ensuring that the agency is not deprived of the talents and skills offered by employees with disabilities, either as a consequence of attitudes or physical barriers.
- Improving human resource policies, processes, practices, and systems to ensure all employees are treated equally.
- Commitment of agency leadership and management to achieve a diverse workforce and build an environment free of discrimination.

*Objective 2.3: Develop and strengthen the required knowledge and skills within the agency's civilian and military workforce.*

Investment in DIA's intellectual capital is critical if the agency is to become a true knowledge organization. DIA will develop its knowledge capital by:

- Investing in a wide-ranging training and career development program to provide the workforce skills and attributes required for mission accomplishment.



- Providing professional education opportunities through partnership with universities, industry, and the Joint Military Intelligence College.
- Developing creative programs to obtain the services and talent of outside experts.
- Instilling a spirit of growth and the value of mentoring and apprenticeship arrangements to transfer knowledge and develop skills, and abilities.

*Objective 2.4: Build workforce capabilities and flexibility to respond to worldwide mission requirements in peace, crisis, and war.*

DIA's knowledge and expertise is in demand. Demands for direct support to the policy and operational communities are likely to increase, requiring agency personnel to deploy and operate in traditional and non-traditional environments. DIA will position itself to be a deploying organization by:

Recognizing the importance of field operations and deployments to the accomplishment of DIA's mission and establishing a culture that values and rewards time spent in the field.

- Promoting depth and breadth of experience by targeted rotational assignments inside and outside the agency.
- Training, equipping, and preparing agency personnel and family members to deploy in support of mission requirements worldwide.
- Establishing the infrastructure and support structure necessary to support field operations, deployed personnel, and family members.

*Objective 2.5: Instill the workforce with DIA values.*

- Expose new personnel to DIA values.
- Explain how DIA values apply to employee responsibilities in new assignments.
- Recognize and reward personnel who exemplify DIA values.



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### ***Goal 3***

## ***Become a knowledge-based organization***

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DIA must be a knowledge organization if it is to adapt successfully to change and exploit opportunities to increase our capabilities and enhance mission accomplishment. Key characteristics of a knowledge organization are unity of purpose, consistency in action, and pursuit of knowledge wherever it exists.

*Objective 3.1: Compete successfully in the knowledge market by having customers rely on DIA as the supplier of answers.*

It is DIA's job to see over the horizon and provide advance notice of potential threats and opportunities. DIA will satisfy customer needs by:

- Viewing unexpected events and requirements as opportunities, maintaining agility and seeking opportunities to improve support and customer interactions.
- Having customers recognize DIA as the supplier of answers.

*Objective 3.2: Transform agency culture to foster a common sense of purpose, identity, and urgency.*

An organization with a strong sense of purpose and a portfolio of integrated capabilities is a powerful force. DIA will develop and maintain a strong sense of shared purpose by:

- Articulating and reinforcing agency values and vision.
- Promoting and practicing open vertical and horizontal communication.
- Viewing the organization as a set of interdependent elements.
- Promoting and developing a shared sense of the significance of what we do.



*Objective 3.3: Become an organization populated with creative individuals and adaptive processes.*

DIA must cultivate the attributes of an organization that promotes creative thinking and constant learning, networks not hierarchies, and process not policy. DIA will promote these attributes by:

- Promoting and rewarding continuous learning, innovation, and prudent risk-taking.
- Developing a workforce that challenges assumptions, makes decisions objectively, and operates individually and collaboratively in teams.
- Establishing practices to capture lessons-learned and encouraging a culture of self-examination and commitment to constant renewal.
- Continually reviewing administrative and operational policies to ensure they support mission accomplishment, streamline procedures, and eliminate needless constraints.

*Characteristics of a Knowledge Organization*

Shared Goals	Self-Discipline
Learning Organization	Knowledge Is Goal
Asks the Right Question	Does the Right Thing
Objective Decision Making	Flexible, Adaptive Structure
Discovers, Networks, Relationships	Openness in Communication
Unexpected Events – Provide Opportunity	Systems Thinking (Interconnectedness)





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## ***Goal 4***

### ***Seek knowledge through collaboration***

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DIA must collaborate with government and private entities in new and imaginative ways. The agency must adopt a “total force” approach that incorporates traditional and non-traditional information wherever it resides.

*Objective 4.1: Partner with U.S. government elements, allies and coalition partners, academia, and the commercial sector.*



DIA will acquire the information, knowledge, skills, and technology necessary for analytic breadth and depth by:

- Developing long-term partnerships with traditional and non-traditional sources of expertise.
  - Treating military reservists as a seamless component of DIA’s expertise.
  - Expanding information sharing and collaboration with allies and coalition partners.
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- Executing DIA’s Defense Intelligence management responsibilities with efficiency and wisdom.

*Objective 4.2: Develop relationships that transcend traditional roles and organization boundaries.*

New relationships and organizational structures are needed to develop the knowledge and agility required by the agency. DIA will:

- Develop agility by employing an organizational structure that can be rapidly adapted to mission needs.
- Promote a networked workforce with internal and external linkages that support the rapid creation of knowledge.
- Implement an analyst/collector partnership that integrates end-to-end analysis and collection processes.



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## ***Goal 5***

### ***Provide a modern, secure, and rewarding work environment***

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DIA will expand and recapitalize agency facilities to provide DIA's workforce a productive, modern, secure, and safe working environment conducive to mission accomplishment.

*Objective 5.1: Provide facilities, systems, and working environments to safeguard the health and security of the workforce.*

DIA will develop modern and secure facilities by:

- Finishing the DIAC Completion Project to provide a secure, consolidated work environment.
- Maintaining, renovating, and modernizing existing DIA facilities.
- Ensuring field elements are properly housed and resourced.
- Maintaining a comprehensive disaster preparedness and continuity of operations program.



*Objective 5.2: Provide employment options and opportunities that enrich the work experience.*

People are DIA's most important resource. The agency will promote an atmosphere of fairness and harmony and recognize the balance between the demands of DIA's mission with personal, family, and community responsibilities by:

- Treating agency personnel as individuals.
- Offering flexible employment options to foster balance between professional and personal responsibilities and commitments.
- Providing a comprehensive employee assistance program integrated into the agency culture.
- Strengthening programs that enhance agency esprit de corps among military and civilian workforce.



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## ***Goal 6***

### ***Implement superior corporate leadership***

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A corporate perspective is required to manage operations and execute comprehensive strategic planning. DIA will implement corporate mechanisms to develop a shared perspective and purpose among the agency's senior leaders, to promote efficient management, monitor performance, establish accountability, and ensure compliance with applicable laws and regulations.

#### ***Objective 6.1: Strengthen decision making, strategic planning, and processes to adapt to and anticipate change.***

DIA will enhance corporate leadership and internal controls by:

- Strengthening the DIA Board of Director's charter, reach, and processes.
- Instituting a continuous strategic planning and performance evaluation process at the agency and Directorate level.
- Implementing succession planning to develop DIA's future leaders.

#### ***Objective 6.2: Improve financial and resource management and accounting procedures.***

DIA will increase oversight and control of agency financial and resource management by:

- Instituting effective total asset management that leads to a clear, auditable annual financial statement.
- Linking the agency budget to the Strategic Plan.
- Strengthening acquisition management and property accountability procedures.

#### ***Objective 6.3: Develop a process to measure the success of the Strategic Plan.***

DIA will measure its progress through:

- Creation of a full spectrum of metrics.
- Evaluation of external factors that may affect achievement of goals.
- An annual Performance Plan that uses metrics to evaluate agency and directorate-level achievements.



